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Publications

Applicant's
Guide
to the
Ontario Native Community
Infrastructure Program
(ONCIP)

Native Community Branch



Ministry of
Citizenship

Gerry Phillips
Minister

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Introduction

The Ontario Native Community Infrastructure Program (ONCIP) is one of two native-specific components of the Community Facilities Improvement Program. Information on the other community-based economic capital program is provided under a separate brochure.

Administered by the Native Community Branch, Ministry of Citizenship, ONCIP is a capital program designed to assist Native communities and organizations to develop specific community centres across Ontario.

ONCIP will assist with the establishment of community halls to promote and enhance social and cultural activities in Native communities, and provide top-up capital funding to friendship centres to supplement their funding from the Secretary of State.

The program guidelines, including the appendices and the Ministry's Project Checklist for Capital Applications, are intended to assist interested Native communities and organizations in preparing their application for ONCIP.

Representatives of the Native Community Branch, Ministry of Citizenship are available to advise and assist in the preparation of your application. Addresses of the local field offices are listed in the back of this publication as well as in the program brochure.

The information provided in the grant application may be subject to disclosure under Freedom of Information legislation, which was proclaimed in Ontario in 1988.



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Objectives of the Program

Administered by the Native Community Branch, Ministry of Citizenship, ONCIP is a \$2.5 million program designed to assist Native communities and organizations to develop community centres across Ontario.

The program will fund community halls and friendship centres. These facilities are intended to:

- provide a focus in the Native

community for civic, social, cultural and educational activities;

- encourage locally-based programming and training opportunities; and
- promote community-based initiatives.

Grants may be provided for feasibility studies of community centres.

Program Principles

ONCIP has been designed within the context of the following principles:

Dedication Principle: ONCIP is dedicated to assist Native community centres across Ontario through the provision of capital grants.

Share Principle: ONCIP is intended to assist Native community initiatives by sharing the financial investment of the project with the community.

Non-Substitution Principle: ONCIP is not intended to replace

or relieve the responsibility of ongoing government programs in their respective fields.

Self-Sufficiency Principle: All projects should indicate self-sufficiency as evidenced by operational plans demonstrating a capacity to cover future administrative costs.

Non-Profit Principle: ONCIP is intended to fund projects which are in the public interest and which assist Native communities in realizing their social and/or cultural objectives.

Definitions

For the purposes of ONCIP, the following definitions shall apply:

Applicant means a local Native non-profit community organization that has submitted a repayable grant application to the Ministry.

Canadian content means all Canadian labour, material, transportation costs, duty, taxes and profits. It is the value of the supplier's net selling price minus the declared value of any imported goods or services.

Certified appraisal refers to an appraisal conducted by an independent industry-certified professional, or in the event that a certified professional is unavailable, an appraisal conducted by an independent individual who has demonstrated industry-related skills and/or experience.

Community hall means a facility which is used for community-based programs, including social, cultural, educational, training and

civic activities. The facility shall not be used exclusively for one specific function, such as commercial, recreational and/or religious activities.

Community centre refers to a friendship centre and/or a community hall.

Contributed equity means donated land, buildings, material, labour, professional services, and the use of construction equipment.

Development Plan means documented evidence describing a community's current goals and objectives for achieving local social development.

Feasibility study means a study that assesses the self-sufficiency of a community centre.

Friendship centre is an organization and/or a facility which receives core funding from the

Secretary of State to promote and enhance social and cultural activities.

Letter of Attachment means a letter that forms part of the agreement between the recipient and the Ministry and which outlines the terms and conditions of the repayable grant, and the responsibilities and obligations of both the recipient and the Ministry.

Letter of non-prejudice refers to a document authorizing an applicant to commence a project prior to receiving the Minister's approval without obligating the Ministry to fund the project.

Ministry and Minister means the Ministry and Minister of Citizenship.

Native person or person of Native ancestry means a status Indian, on and off reserve, a Non-Status Indian, a Metis or an Inuit residing in the province of Ontario.

Needs assessment study is a study which identifies a community/regional demand for a community centre.

Recipient means an organization that has submitted an application, has agreed to be bound by the terms and conditions outlined in the Minister's letter of approval, attachments thereto, and in any subsequent correspondence; and has been awarded a repayable grant by the Ministry of Citizenship.

Schematic drawings means a set of drawings prepared by a qualified architect. The drawings shall include: floor and site plans, a section, main elevations, date and scale, areas of each of the spaces, total gross floor area and the architect's name and address. The drawing shall clearly differentiate, where applicable, between the existing structure and proposed additions, expansions, or renovations.

Self-sufficiency means a project's potential capacity to produce sufficient revenue to cover its future administrative costs.

Working drawings means a set of final drawings prepared by a qualified architect for building permit application and tendering purposes.

Eligibility

A. Eligible Applicants

An applicant must be a local Native non-profit community organization, such as an Indian Band, a local of the Ontario Metis Aboriginal Association (OMAA) or the Ontario Native Women's Association (ONWA), a local development corporation, or a friendship centre.

The organization must be incorporated at least two years before

applying, and possess a good track record demonstrating sound financial management capability.

Only one capital application will be accepted per community. If there are several Native organizations that have a common client community, the application must be either jointly submitted or endorsed by all of the relevant organizations.

B. Eligible Projects

i. Community Centres

Eligible projects are restricted to community halls and recognized friendship centres. Other types of community centres, such as recreational, residential, health or tourism facilities, and administration or other institutional offices are ineligible.

Eligible activities may include construction, acquisition, expan-

sion or renovation. Applicants renting or leasing a building cannot be considered for funding for these activities.

A community centre can be a component of a multi-purpose complex, but only that portion of the complex which is deemed to be a community centre shall be eligible for funding. A pro-rating formula shall be applied to determine

eligible costs and total eligible project value.

ii. **Feasibility Studies**
Feasibility studies for community

centres are eligible for funding. Needs assessment studies are ineligible for funding.

C. Eligible Expenses
Eligible expenses for **community centres** include:

- i. professional fees such as legal, real estate, architectural, engineering, project-specific consulting and accounting;
- ii. permits and municipal inspection fees;
- iii. tendering costs;
- iv. site office rental;
- v. construction and site preparation, including demolition, service connections, and inspection fees;
- vi. fixed equipment including permanently installed furnishings, fittings and equipment. For the purposes of this program, kitchen fixtures (e.g. stoves, refrigerators and dishwashers) shall be considered fixed assets; and
- vii. land which is necessary for

the start-up or expansion of the project.

Costs not relating to a project are ineligible, such as:

- i. operating costs, including business counselling and management training support;
- ii. financing expenses;
- iii. administration costs associated with the project;
- iv. portable equipment and furnishings;
- v. maintenance and repair items which should be included in a regular maintenance program; and
- vi. vehicles, including heavy equipment.

For **feasibility studies**, eligible expenses include both professional consulting fees and expenses.

Program Guidelines

A. Maximum Assistance

- Funding for **community halls and friendship centres** may be 75% of eligible project costs to a maximum of \$250,000.

A maximum of \$500,000 will be allocated for friendship centre projects per fiscal year.

Preference will be given to projects proposed for communities which lack other community facilities (e.g. community hall).

- Assistance for feasibility studies may be 75% of eligible project costs to a maximum of \$50,000.

Where a project has received funding for a feasibility study, the

maximum eligible grant will be reduced by the amount already advanced for the study.

Assistance shall only be provided to that portion of a multi-purpose complex that is eligible. A pro-rating formula will be used to determine eligible costs and total eligible project value.

The applicant may include a contingency allowance of up to 10% of total eligible costs for community centres.

Funding commitments are based on project approvals and will not be increased should project costs rise for any reason.

B. Pro-Rating of Eligible Costs

A pro-rating formula shall be applied to determine eligible costs and total eligible project value.

For community halls, an additional 25% of the open floor area of the facility shall be allowed for

utility rooms, washrooms, canteen and storage space.

The applicant should work closely with a NCB representative in order to determine total eligible costs. Program management has final responsibility for determining eligible costs and recommending grant amounts.

C. Pro-Rating Formula

For a multi-purpose complex and/or a facility which contains space that is used for ineligible activities, the following formula shall apply:

- A equals total eligible area (square feet or metres)
- B ineligible area (square feet or metres)
- C total area of facility (square feet or metres)
- D total construction costs
- E total cost per square foot/ metre
- F total project value
- G total eligible project value
- H ineligible costs
- I professional fees
- J other related costs

To calculate total project value:

$$D + I + J = F$$

To calculate total cost per square foot/metre:

$$A + B = C \quad F / C = E$$

To calculate ineligible project costs:

$$B \times E = H$$

To calculate total eligible project value:

$$F - H = G$$

For example, an applicant plans to construct a 5,000 square foot community multi-use centre, of which 2,500

square feet will be used for community activities, and the remainder will be rented for administrative offices. The breakdown of costs is estimated at \$300,000 for construction, \$40,000 for professional fees, and \$60,000 for other costs. To determine the total project value eligible for ONCIP funding, the applicant would calculate the following:

$$\begin{aligned} A &= 2,500 \text{ square feet} \\ C &= 5,000 \text{ square feet} \\ D &= \$ 300,000 \\ I &= \$ 40,000 \\ J &= \$ 60,000 \end{aligned}$$

To calculate ineligible area:

$$\begin{aligned} C - A &= B \\ 5,000 - 2,500 &= 2,500 \end{aligned}$$

To calculate total project value:

$$\begin{aligned} D + I + J &= F \\ \$ 300,000 + \$ 40,000 + \\ \$ 60,000 &= \$ 400,000 \end{aligned}$$

To calculate total cost per square foot: $F / C = E$
 $\$ 400,000 / 5,000 = \$ 80$ per square foot

To calculate ineligible costs:
 $B \times E = H$
 $2,500 \times \$ 80 = \$ 200,000$

To calculate total eligible project value: $F - H = G$
 $\$ 400,000 - \$ 200,000 =$
 $\$ 200,000$

total eligible ONCIP project cost.

Contributed equity may be included in the calculation of the total project cost, but the Ministry's grant cannot exceed the actual cash expenditure for the project.

Contributed equity is eligible at fair market value, and donated labour shall be valued on the basis of trade rates and/or the minimum wage as established by the Ministry of Labour's fair wage schedule. In all cases of donated labour and professional services, the applicant must identify the activities to be completed with donated labour, the skills required to do the activities, and provide evidence that the activities will be completed by qualified persons.

D. Financing the Balance of the Project

The applicant must demonstrate that it has the ability to finance the project. Financing can be in the form of cash equity, loans, mortgages, grants, and/or a combination of any of these sources. For the purposes of this program, a Band's cash equity may be through its cash operating surplus and/or retained earnings of its businesses, but not include INAC's (Indian and Northern Affairs Canada) capital contribution(s).

Grants from other government programs may be permitted, but the total federal and provincial government assistance must not exceed 90% of the total eligible project cost. Provincial funding must not exceed 75% of the

E. Project Disbursements

Upon receipt of a signed letter of attachment, an advance payment of 25% of the approved project costs may be released.

Although a grant may be approved on the basis of schematic design drawings for community centres, a full advance will not be issued until the Ministry receives the completed working drawings. The recipient may, however, request a smaller advance based on the estimated cost of preparing the completed drawings, with the balance of the first advance disbursed upon receipt of the drawings.

The recipient may request two additional subsequent advances of 30% and 35%, respectively based upon presentation of proof of expenditures of the previous advance and after an equal proportion of cash equity and other funding sources (e.g. bank loan) have been expended. For feasibility studies, a draft report must be provided prior to the third advance being awarded.

Prior to the final payment (10%), the total approved eligible costs will be re-calculated based on the project's total actual

expenditures. **Should actual project costs be less than estimated, the maximum grant disbursed will be reduced based on a percentage formula of the total approved eligible costs.** For example, if an applicant had received project approval of \$250,000 for a \$400,000 multi-purpose complex, and the actual expenditures were only \$360,000, then the total eligible ONCIP grant would be reduced to \$225,000.

$$\$360,000 / \$400,000 \times \$250,000 = \$225,000$$

Final disbursement may be made only after the recipient provides a certified accounting of the total project expenditures, and for community centres:

- the recipient must also provide a copy of the architect's statement of completion which will be based on the ongoing review of the project;
- photographs of the completed project; and
- a site inspection has been conducted by Ministry staff; and for feasibility studies the recipient must provide a final report which is satisfactory to the Ministry.

F. Requirements for the Selection/Tendering Process

The Ministry is concerned that any project receiving financial assistance shall represent the best value for the money and shall not involve a conflict of interest. If your project is approved, the Ministry will require that an appropriate process of competitive pricing or tendering is undertaken.

Preference should be given to the purchase of Canadian goods and services. In the evaluation of tenders, a price preference of up to 10% is allowed for Canadian economic

activity and content. If you are not able to comply with this policy, the Ministry must be advised.

Except for the preference to be given to the purchase of Canadian goods and services, the Ministry will expect that best value will be sought and reserves the right not to pay any grant if the best value has not been satisfactorily substantiated.

In the case of a feasibility study, the following must be provided to the Ministry:

- a. terms of reference which are satisfactory to the Ministry;
- b. copies of proposals submitted by bidders;
- c. a statement indicating your recommendation; and
- d. a written explanation if the lowest bid is not chosen.

Prior to disbursement of funds, the Ministry will require confirmation that these requirements have been satisfactorily

met unless any necessary exceptions have previously been documented and accepted by the Ministry. If prior written Ministry approval is not obtained, failure to undertake competitive tendering, or to give the required preference to Canadian goods and services, may disqualify your project for NCB approval of grant payments.

Application Process

A. Basic Requirements

Basic requirements for application to ONCIP are:

- Annual financial statements for two years from the applicant demonstrating the organization's financial and management capability.
- A community needs analysis demonstrating local demand.
- A development plan identifying how the proposed project meets community/organization objectives and/or priorities.
- A feasibility study which demonstrates the self-sufficiency of the project.
- Completion of an ONCIP

application form and the Project Checklist for Capital Applications.

- One set of schematic and/or working drawings, and a complete listing of all project costs.
- A management plan, including operational strategies and three-year pro forma financial statements (balance sheet, income statement and cash flow statement).
- For feasibility studies, satisfactory evidence that the applicant is committed to completing the project if the study is favourable.

B. Program Authority

Members of a Project Review Committee will meet quarterly to recommend to the Minister of Citizenship approvals of ONCIP grant applications based on the evaluations prepared by the NCB Area

offices. Quarterly review dates will be the first working day of June, September, December and March.

The Minister of Citizenship will make final decisions on all ONCIP applications.

C. Application Procedure

- Applicants are encouraged to work closely with the Native Community Branch field representatives in developing the proposal or terms of reference prior to submitting an application.
- After carefully reading this guide, complete the applica-

tion, following the directions on the form, and attach the appropriate documents.

- Complete the Ministry's Project Checklist for Capital Applications form.
- Both completed forms must be submitted to the local Native Community Branch field office.

D. Timing, Commitments and Other Considerations

- To enable the Ministry to properly assess an application, applicants must submit their applications two months prior to the quarterly review date. Applications which are not submitted within this period will be automatically placed on the next agenda.
- To be eligible for funding, an application **must** be submitted and approved by the Ministry before the project begins. Costs incurred **prior to the date of the Minister's Letter of Approval** are not eligible for assistance, with the exception of design or consultant fees that were necessary in order to complete the application.
- Receipt by the Ministry of an

application does not imply that funding will be provided.

- Commitments made by the applicant prior to, or in anticipation of, official written notification that a grant has been approved, are done so at the applicant's risk. In the event that an application is rejected, the Ministry will not be responsible for costs already incurred, with the exception of design fees or consultant estimates that were necessary in order to complete the application.
- An applicant may request a Letter of Non-Prejudice to obtain authorization to commence a project prior to the Ministry's approval without obligating the Ministry to fund the project.

E. Criteria for Assessing Projects/Applications

Applications will be assessed according to the ONCIP program principles and the following selection criteria:

- An applicant's financial management capability based on its annual financial statements for the past two years;
- The proposal is consistent with community and organization objectives and priorities as defined in a community and/or regional plan, and the organization's bylaws;
- Community involvement in the planning, development and implementation of the project;
- Local demand for the facility and/or improvement in the

accessibility or quality and quantity of services in the community as a result of the project;

- Project self-sufficiency is demonstrated;
- Project financing has been secured;
- Business plan which identifies operational and management policies and strategies;
- Organizations that have not received facility funding from the previous Ontario Native Economic Support Program will be given priority; and
- For feasibility studies, satisfactory evidence that the applicant is committed to complete the project if the study is favourable.

F. Appeals

All appeals should be submitted in writing directly to the Appeal Committee:

Appeal Committee, ONCIP
c/o Native Community Branch
Ministry of Citizenship
5th Floor, 77 Bloor Street West
Toronto, Ontario
M7A 2R9

The Appeal Committee will recommend approvals to the Minister of Citizenship. The Minister of Citizenship will make final decisions on all applications.

Terms and Conditions

A. Terms Applying To All Applicants

1. Definitions

“Applicant” means an organization which has submitted a repayable grant application to the Ministry.

“Canadian Content” means all Canadian labour, material, transportation costs, duty, taxes and profits. It is the value of the supplier’s net selling price minus the declared value of any imported goods or services.

“Facilities” means the land and buildings for which a grant is made.

“Ministry and Minister” mean the Ontario Ministry and Minister of Citizenship.

“Project” means the Project as described in the Minister’s letter of approval, in any attachments thereto, and in any subsequent correspondence from the Ministry.

“Recipient” means the applicant organization which has submitted this application, has agreed to be bound by these terms and conditions and has been awarded a repayable grant by the Ministry of Citizenship.

2. Purpose of Repayable Grants

Grants shall be used only for the purposes outlined in the Minister’s letter of approval, attachments thereto, and in any subsequent correspondence from the Ministry. Changes in the project shall only be made with the Ministry’s written approval.

3. Timing of Terms and Conditions

These terms and conditions shall be in effect for five (5) years from the date of the Minister’s letter of approval unless stipulated otherwise in the Minister’s letter of approval or in any attachments thereto.

4. Credit to Ministry

The recipient shall acknowledge the support of the Government of Ontario through the Ministry of Citizenship, in all advertising, publicity and construction signs relating to the project, in any permanent tribute to donors displayed on the site, as well as in any final study report.

5. Disposal of Assets

The recipient shall not sell or dispose of the facilities without the Ministry’s prior written consent. The recipient shall not mortgage or encumber the facilities for more than the total market value of the facilities minus the amount of the grant.

6. Assignment of Grant

The applicant/recipient shall not assign this application or the grant without prior written consent of the Ministry.

7. Further Conditions

The Ministry shall be entitled to impose such additional terms and conditions to the use of the repayable grant which, in its sole discretion, it deems necessary and shall be entitled to impose such terms and conditions on any consent granted pursuant to this application.

8. Grant Repayment

The recipient shall, at the request of the Ministry, repay to the Ministry the whole or any part of the grant:

- if the applicant breaches any of the conditions laid out in these guidelines, the Minister’s letter of approval, any attachments thereto, and in any subsequent correspondence from the Ministry;
- if the recipient ceases to operate as a non-profit corporation;
- in the event that all or part of the project is sold, ceases to operate, is wound up or dissolved, or enters bankruptcy;
- if funds were misused;
- if funds were obtained by providing false information; and/or
- if funds were used for purposes not agreed upon by the Ministry.

Where required, the grant shall be repaid by cheque payable to the **Treasurer of Ontario** and mailed to:

Finance Branch
Ministry of Citizenship
4th Floor, 77 Bloor St. West,
Toronto, Ontario
M7A 2R9

The Ministry reserves the right to demand interest on any amount owing by the recipient to the Ministry at the current rate charged by the Province of Ontario on accounts receivable.

9. Unused Funds

Any unused portion of the grant remains the property of the Ministry and, if already paid to the recipient by the Ministry, shall be repaid to the Ministry.

10. Installments

The grant shall be paid in installments at the discretion of the Ministry.

The project shall begin before the end of the fiscal year in which the grant becomes payable or all remaining installments may be cancelled. However, no grant shall be paid if the project has begun before a complete application has been received and approved by the Ministry.

Projects may be carried over the end of the fiscal year, with prior approval from the Ministry; however, all projects must be completed and funds disbursed within eighteen months of the letter of attachment being signed by the applicant.

11. Accounting

The recipient shall keep and maintain all records, invoices and other documents relating to the grant in a manner consistent with generally accepted accounting principles, and shall maintain such records for a period of five years after completion of the project.

The recipient authorizes the Ministry and its agents at all reasonable times to inspect and copy any records, invoices and documents in the possession or under the control of the recipient, including those of any contractor, which relate to the grant. The right of inspection under this paragraph includes the right to perform a full or partial audit.

Only reasonable and proper direct costs of the project which are substantiated by satisfactory supporting documentation shall be reimbursed.

12. Canadian Content/Tendering Process

The recipient shall conduct a process of competitive pricing or tendering for goods and services relating to the project. In the evaluation of tenders, the recipient shall give an allowance of up to 10% on the price of the tender bids for Canadian content, and shall select the goods and services that represent the best value.

The Ministry must be advised in writing if you are not able to comply.

13. Ministry Publicity for Project

The Ministry may make public the name of applicants, descriptions of proposed projects and, for approved projects, the grant amounts.

14. Visits

The Ministry may at all reasonable times conduct site visits during and/or after construction of the project.

15. Consent to Release

The Applicant/Recipient consents to the release of information contained in its application and in any reports submitted under these Terms and Conditions, all pursuant to section 17(2) of the Freedom of Information and Protection of Privacy Act, 1987.

B. Terms Applying to Community Centres

1. Ownership of Facilities

For proposals involving the renovation of an existing facility the recipient must warrant that it is the owner of the facility.

2. Limitation of Liability, Indemnification and Insurance

The Ministry shall not be liable for any injury, death or property damage to the recipient, or for any claim by any third party against the recipient, unless it was caused by the negligence or wilful act of an employee or agent of the Ministry while acting within the scope of his/her employment or agency respectively.

The recipient agrees that the Ministry shall not be liable for any incidental, indirect, special or consequential damages, injury or any loss of use, revenue or profit of the recipient arising out of or in any way related to the project.

The recipient agrees that it shall indemnify the Ministry, its employees and agents, against all costs incurred as a result of a claim or proceeding related to the project, unless it was caused by the negligence or wilful act of

an employee of the Ministry, while acting within the scope of his/her employment.

The recipient shall maintain both fire and extended coverage insurance in an amount equal to the replacement cost of the facilities, and comprehensive general liability insurance of at least \$1,000,000.00 per occurrence for bodily injury (including personal injury), death, and damage to property including loss of use thereof, and automobile liability insurance.

If requested by the Ministry, the recipient shall provide satisfactory proof of such insurance. The recipient shall provide notice to the Ministry immediately upon change or cancellation of the insurance.

3. Reports

The recipient shall submit interim reports to the Ministry upon request. The recipient shall report to the Ministry within one year of completing the project. The report shall include photographs of the completed facilities, provide details of how the support of the Ministry has been acknowledged and give all other details requested by the Ministry.

C. Terms Applying Only to Study Projects

1. Limitation of Liability, Indemnification and Insurance

The Ministry shall not be liable for any injury, death or property damage to the recipient, or for any claim by any third party against the recipient, unless it was caused by the negligence or wilful act of an employee or agent of the Ministry while acting within the scope of his/her employment or agency respectively.

The recipient agrees that the Ministry shall not be liable for

any incidental, indirect, special or consequential damages, injury or any loss of use, revenue or profit of the recipient arising out of or in any way related to the project.

The recipient agrees that it shall indemnify the Ministry, its employees and agents, against all costs incurred as a result of a claim or proceeding related to the project, unless it was caused by the negligence or wilful act of an employee of the Ministry, while acting within the scope of his/her employment.

2. Consultant

Study projects shall be undertaken by an arms-length consultant with appropriate professional qualifications and experience.

3. Pre-Consultation: Terms of Reference

Before a study application is deemed complete, applicants shall consult with Ministry staff and receive Ministry approval for the Terms of Reference.

4. Reports

The recipient shall provide the Ministry with three copies of a

draft report for review and comments before completing the final report. The Ministry shall provide comments on the draft report, and the recipient shall address and reflect these comments in the final report.

The recipient shall also provide the Ministry with three copies of the final report within one month of the report's completion. The final report shall include acknowledgement of Ministry support.

APPENDIX A **Terms of Reference:** **Needs Assessment**

This appendix is provided as a guideline to assist a community in conducting a needs assessment. In most cases, a community is aware of its needs. These guidelines should help a community document these needs.

A needs assessment is the first step in the planning process. It should ensure: consideration of current as well as future needs; input from the community; and identification of several options/solutions for meeting identified needs.

The level of detail in a needs assessment will vary, but should include four basic components:

- a community profile;
- an assessment of the existing facilities, programs and services;
- identification of program or service gaps, and additional space requirements; and
- identification of possible options.

The following format is an example of how a needs assessment might be structured.

Purpose

Briefly describe what is to be

accomplished in the needs assessment.

Background

Briefly state the perceived

problem or the reason(s) for the needs assessment.

Community Profile

Describe the social, cultural, physical and economic characteristics of the community, including:

- the population profile by age,

sex, occupations, and growth projections;

- the settlement patterns for on and off reserve;
- the general economic profile, including existing characteristics and potential for growth.

Assessment of Existing Facilities, Programs and Services

Provide an overview of the existing facilities and how they are currently being used or not used. The assessment should include

any limitations, as well as identify the community's program and service needs. Using existing documentation and additional information collected through public

meetings, questionnaires or telephone surveys, the following should be described:

- the facilities available within the community (e.g. schools, community halls, or administrative and recreational buildings);
- the current uses and limitations of the present facilities, such as the level of participation in existing programs and services, space limitations, age or condition of the building, and adequacy of staffing.

operating and capital funding;

- the facilities available nearby for community use (e.g. community centres or banquet halls);
- the current uses and limitations of the neighboring facilities, such as use by the community, proximity or accessibility, and availability or cost; and
- any other facilities that are in the planning stage and should be considered.

Confirmation of Needs

Based on the information collected, summarize the community's views on:

- programs/services to be continued or expanded;
- new activities required;
- the need for renovated, expanded or new facilities;

- prioritization of the identified programs and services in the event that phasing is necessary due to funding constraints;
- limitations of the existing facilities, (e.g. the community hall may have space for only current programs or is badly in need of renovation).

Identification of Options

After the community needs have been confirmed, options that meet the community's requirements should be identified. Options may include:

- construct a new community hall/complex;
- build an addition to an existing community hall/complex;
- renovate an existing community hall/complex; or

- utilize existing and/or nearby facilities.

In conclusion, the needs assessment should confirm the community's requirements for programs, services and accompanying facility space. The most appropriate option(s) can then be examined more thoroughly in a feasibility study, particularly with respect to potential costs.

APPENDIX B

Terms of Reference: Feasibility Study

Feasibility studies funded under ONCIP must be conducted by an arms-length independent consultant with related professional experience. The following information may be used when preparing the terms of reference for a feasibility study. Additional assistance in preparing terms of reference may be obtained from your local Native Development Consultant.

A feasibility study should contain the following basic elements:

- an overview of the results of a community needs assessment;
- detailed description of the community's service and space

requirements taking into account building standards;

- various options for detailed analysis, (including possible site location(s) if a new facility is being considered);
- identification, analysis of the most appropriate options;
- evidence of community support for one option;
- demonstration of the self-sufficiency of the selected option; and
- implementation and operational strategies for the selected option.

The following format is an example of how a feasibility study might be structured.

Purpose

Describe what is to be accomplished by the analysis.

Background

Describe why the analysis is being undertaken. Summarize

the results of the community needs assessment.

Description of Programs and Services

Program and service should be used to determine the overall area and space requirements, possibilities for shared space, and other program requirements such as salary, equipment, etc. of each option being considered by the community.

For each activity to be offered under an option that involves

the construction, expansion, or renovation of a facility, describe:

- the program or service;
- the type and number of users;
- space requirements;
- staff requirements;
- furniture and equipment requirements;
- duration of program and hours of facility use; and
- any other requirements (e.g. canteen, washroom, handicapped access).

Selection of Facility Options and Detailed Analysis

Based on the community's identified requirements, certain options may be eliminated from further consideration. All appropriate options should be presented to the community for review and comment. A detailed analysis of the appropriate options can be completed by:

- identifying options for detailed analysis;
- for each facility option determine the size, the design and renovation requirements based on program and service requirements; additional space (e.g. kitchen, storage, utility, etc.); facility design standards/ access for handicapped; and special requirements (e.g. daycare) etc.

- identify the capital costs associated with each option including (where appropriate): professional fees and permits

(e.g. legal, real estate, architectural, engineering, project consulting, accounting), tendering, inspection, renovation or construction, landscaping;

- for new facilities, compare site options considering the availability of land and infrastructure; topography and soil conditions; accessibility; land costs, site development and utilities; and potential impact on the community and physical environment;
- identify administrative/program costs (specifying additional costs associated with new programs/services), such as: furniture and equipment;
- identify the potential environmental impacts, describing the benefits to the community and/or negative effects;
- conduct an analysis of the options. The above information should enable the community to select the option that best meets its identified needs.

Demonstration of Self-Sufficiency

Project self-sufficiency is an important eligibility criterium of ONCIP. As a result, the community must select an option that demonstrates ongoing self-sufficiency. Self-sufficiency

means a project's potential to secure sufficient revenue to cover its future administrative costs.

The self-sufficiency of the selected option should be analyzed by:

- identifying project operating costs (e.g. heating/cooling costs, lighting, water, sewer) based on the building size as well as estimated maintenance (e.g. cleaning) and repairs;
- identifying sources of revenue and funding (e.g. donated labour, fund-raising, space rentals, and operational grants). Similar facilities in other communities can be used for comparison purposes;
- preparing a break-even analysis to determine revenue

required to cover operating expenses; and

- preparing three-year pro forma financial statements to demonstrate the facility's self-sufficiency.

Conceptual and/or working drawings of a new or renovated facility should also be prepared.

The community should be aware that in some cases it may be advantageous to phase construction or programming in order to stagger costs over a longer time frame.

Project Implementation Strategy

A plan or strategy should be included which will assist the implementation of the project. Depending on the project, the implementation strategy could include:

- an administration and staffing plan, job descriptions, and lines of authority/reporting relationships;
- an operating manual and reporting/accounting system;
- project phases and associated costs;
- financial requirements (e.g.

list of various funders, funding formulas and ceilings, donated labour, debt financing, community fund-raising goal); and

- implementation time frame and target dates.

The end result should be a plan that will meet community needs and be affordable. The analysis must demonstrate that the option will be self-sufficient. If an option will not be self-sufficient, an alternative means of addressing community needs should be investigated.

APPENDIX C

List of Regional Offices of the Native Community Branch

Information and assistance in preparing the ONCIP application may be obtained by contacting the nearest NCB regional office. All ONCIP applications must be submitted to the appropriate NCB field office.

Northwest Area	Fort Frances
Thunder Bay	Box 613 2nd Floor, 240 Scott Street Fort Frances, Ontario P9A 3M9 Tel: (807) 274-9732
Area Manager 1825 East Arthur Street Thunder Bay, Ontario P7E EN7 Tel: (807) 475-1683	
Kenora	Geraldton
3rd Floor 227 Second Street South Kenora, Ontario P9N 1G1 Tel: (807) 468-5568	Box 778 303 Main Street East Geraldton, Ontario POT 1MO Tel: (807) 854-0169
	Sioux Lookout
	34 Front Street East Sioux Lookout, Ontario POV 2TO

Northeast Area

Sudbury	Sault Ste. Marie
Area Manager 4th Floor, 200 Elm Street East Sudbury, Ontario P3C 5N3 Tel: (705) 675-4349 Toll Free 1-800-461-4027	3rd Floor 390 Bay Street Sault Ste. Marie, Ontario P6A 1X2 Tel: (705) 942-0419

Timmins

2nd Floor
22 Wilcox Street
Timmins, Ontario
P4N 3K6
Tel: (705) 267-8018

Southern Area

Toronto	London
Area Manager 5th Floor, 77 Bloor Street W. Toronto, Ontario M7A 2R9 Tel: (416) 965-5003 Toll Free 1-800-268-3747 (ext. 5-5003)	Suite 601 255 Dufferin Avenue London, Ontario N6A 5K6 Tel: (519) 679-4349 Toll Free 1-800-265-4731

Orillia

15 Matchedash Street North
Orillia, Ontario
L3V 4T4
Tel: (705) 325-9561

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Gerry Phillips
Minister